

THE TRANSFORMER

Words from the New Air Force Director Of Transportation BGen (s) Mary L. Saunders

As the new AF Director of Transportation, I would first like to thank those of you who have extended to me such great hospitality. I have thus far had the opportunity to visit headquarters and unit people from AETC, AFMC, ACC, USAFE, EUCOM, MTMC, AMC, and USTRANSCOM. In every instance, people have been open [and how] and very direct about both their accomplishments and areas of concern. I, along with the staff here, really appreciate that because it helps keep us focused. A trip is already being worked for



PACAF in March, which will be preceded by the Enlisted Transportation Advisory Group meeting in February and followed with the Worldwide Transportation Conference in April.

Despite the high ops tempo, our folks are still performing well above standards; the following three lists for our newly selected CMSgts, and Logistics Group Commanders, and PME attendees highlight that in spades. Congratulations again to each of you.

CMSgt Selectees

David C. Blackford	Steven E. Patterson
Daniel C. Brown	Charles E. Roberts
Williams E. Bunch, Jr.	Filivert Rodriguez,
Joseph P. Entwistle	Cynthia A. Scaggs
Ronald J. Erwin	Michael L. Sharp
Michael E. Gendron	Robert R. Spencer
Manuel Ibarra, Jr.	Wesley R. Traver
Don W. Jordon	Gregory J. Wallace
John M. Kramarczyk	Murray J. Westley
Dek H. Lee	Robert A. Zebroski
Kathryn L. Miller	

Log Grp Commander

Candidates

Col (S) Jeffrey Ackerson
Col Dieter Barnes
Col (S) Worthey Brisco
Col (S) Bonnie Cassidy
Cirrincione
Col Suzanne Gehri
Col (S) Terrance McCarthy
Col John Newton
Col (S) John Pruitt
Col Timothy Turner

PME

Lt Col Richard Modell
(RAND Fellowship)
Maj Joseph Foster (ACSC)
Maj Mel Holland (ACSC)
Maj John Pyryt
(Army CGSC)
Maj (S) Rose Ramirez
(Marine CSC)

Serving Your Needs

Have you ever been tasked to do some research and dreamed of an easy way to find the information quickly? Maybe you submitted an article to a past issue of The Transformer and now need access to it. How many times have you wanted to read all articles available in one category, such as Traffic Management, but found hopping from issue to issue tedious? Now, through the wonders of the world wide web, you can do those things simply and quickly.

The JPPSO - San Antonio web site has a new button on the top of every page called "Search." With a simple mouse click, you can enter any text to

search for within the JPPSO - San Antonio site...the home of The Transformer. You will be rewarded with a list of pages that contain the term you are looking for: Simply click on the selection you want. You no longer have to scan every article in every issue under every topic. Just let the computer search the site for you! Once you hop to the desired page, use your web browser's "page search" feature to make your task even easier!

If getting to the back issues of The Transformer is important to you, or your new troop wants to learn all there is to know about Aerial Port Operations, why not look at all of the articles - past and present - on that

The purpose of The Transformer is to provide all Air Force transporters a chance to see what their counterparts are doing in the quality arena. It is a product of an Air Force Wide Transportation Process Action Team whose mission was to find a way to communicate quality crosstell information to all transporters. This service is only one part of a three-part process to gather crosstell and then pass it on to all transportation organizations and units. We encourage you to make copies of each issue and pass them on to all personnel in your unit.

The Transformer is distributed on a quarterly basis. If your unit personnel would like to contribute, please contact your organization or MAJCOM POC (MAJCOM POCs are listed at the end of this document).

If you have a good idea, share it!

topic? When you browse the current issue of *The Transformer*, you will see a reference to past issues. Also, you can jump forward and backward between issues *within each category*.

As always, help with our web pages is only an E-mail away. If you have problems, just send the webmaster a quick message and he will get right on it. There is a link at the bottom of each page on the JPPSO - San Antonio Web site for just such a need. Compliments are also welcome!

POC: SSgt (sel) J. David Gibson
Asst. Program Manager
The Transformer
JPPSO-San Antonio TX
DSN: 954-4200 ext. 5982
dgibson@jppso.rnd.aetf.af.mil

AERIAL PORT OPERATIONS

HQ AMC Customer Feedback Initiative

The Scott AFB Passenger Reservation Center has developed a customer service initiative to facilitate the flow of information between headquarters and field personnel.

The Customer Assistance Program (CAP) allows passenger reservation agents in the role of advocates to contact their respective transportation offices on a monthly basis. These offices are being asked to address any concerns they have with the existing Category B operation. In addition, passenger agents will pass along the latest information regarding the Category B operation. Through an improved information flow, we envision an increase in Category B utilization.

With a closer partnership between the PRC and transportation offices, we fully expect CAP to be a great success.

POC: MSgt Moss
HQ AMC/DONRA

Scott AFB IL
DSN: 576-3020
mossr@hqamc.safb.af.mil

Passenger Gateway Changes

In October 1996, USTRANSCOM supported AMC's recommendation to discontinue passenger gateway operations at the Philadelphia International Airport (IAP). The recommendation was based on Service inputs to relocate the gateway to the Washington DC area and AMC's effort to operate Category B passenger movement more efficiently. AMC studied the international airports in the Washington DC area to determine suitability for AMC passenger gateway operations. In November 1996, personnel from HQ AMC/DONP/DOZ met with airport managers from Dulles and Baltimore-Washington IAPs and conducted surveys of the airports. Philadelphia IAP was surveyed in December 1996.

All airports have some positive and negative aspects and HQ AMC is currently accomplishing a thorough scrub. Data on each airport is currently being compiled into a decision package. The package will be sent to the Services for their inputs. Service inputs will be consolidated into the decision package and forwarded to AMC/CC and USTRANSCOM. We hope to have a final decision on the location of AMC's Northeast Passenger Gateway no later than 1 Apr 97.

POC: CMSgt Belcher
HQ AMC/DONP
Scott AFB IL
DSN: 576-4592
belcherj@hqamc.safb.af.mil



VEHICLE MAINTENANCE

Replacing Mansavers on P-12, P-22, & P-24 Fire Trucks

In support of the Fire Training Mission at Goodfellow AFB TX, the 17th Transportation Flight must maintain 64 fire trucks. Just one of the many items that require constant upkeep are mansaver bars. P-12, P-22 and P-24 firetrucks have two mansaver bars each. Mansavers are made of iron, padded with 1/4 inch of foam rubber and then covered with a plastic type of material. During training, the plastic material and foam rubber becomes worn and eventually tears off, exposing a bare iron bar. Without the padding and cover, the iron bar becomes a safety hazard.

Purchased through the Fed Log system for \$379.23 each, the requirement was to purchase the entire iron bar with padding and cover. Then the entire old mansaver was removed and replaced with the new one.

Under the new system designed by our mechanic, Donnie Poor in Vehicle Maintenance, the foam rubber and plastic covering are removed from the mansaver when they become worn out. The old iron bar is then recovered with a rubber padding used by plumbers to winterize pipes. A new plastic cover that is locally fabricated is slipped over the iron bar and the foam rubber, and then snapped in place with a piece of Velcro. Cost of the new procedure is approximately \$10 per mansaver cover replacement.

With the number of fire trucks to maintain at Goodfellow AFB we have a tremendous savings of \$9,816.80 annually, but any base that has firetrucks with mansavers could see a substantial savings using this method.

POC: Donnie Poor, WG-8
17th Transportation Flight
Goodfellow AFB TX
DSN: 477-5733

Battery Box Corrosion

Cleaning vehicle battery boxes has been a problem and major consumer of man-hours for many years, requiring a minimum of one hour per scheduled inspection. The Air Force MEEP office discovered a cheap, quick, and permanent solution to the problem - the BATTERY MAT! This corrosion resistant material was evaluated under project 93-05T with great results. The Battery Mat is distributed by PulseTech Products Corp., 3131 Premier Drive, Irving TX 75063, 1-800-580-7554.

Eglin AFB has realized savings equivalent to one man-year through the use of the Battery Mat. We buy it in 100-foot rolls and it is available in each workcenter; rolls cost approximately \$175. This product is a sleeper; it works 24 hours a day. The man-hour savings will vary due to geographic location; corrosion build-up varies with the differences in atmospheric conditions. Battery corrosion will occur even in those vehicles with neoprene battery boxes. Battery Mat will eliminate the corrosion problem and recurring cleaning and painting of the boxes -- a particularly distasteful task on larger vehicles. Grommets can be cut from the roll to use under battery terminals. Battery Mat will increase productivity, improve morale, and add to increasing

your customer satisfaction. The Battery Mat is available through IMPAC, supply channels, or COPARS. We have found that we can almost eliminate acid resistant paint -- a real pain if you are operating a HAZMAT Issue Point. Additionally, stocks of bulk baking soda can be significantly reduced.

POC: Mr. Gary Snyder, GS-12
Vehicle Maintenance Officer
96th Transportation Squadron
Eglin AFB FL
DSN: 872-4510
snyderg@eglin.af.mil

Vehicle Maintenance and the "Web"

Have you headed out on the information superhighway yet? There is a lot of information useful to a Vehicle Maintenance Flight on the Worldwide Web. There are good, informative military sites, as well as commercial sites. Some of the commercial sites mirror publications such as Motor Magazine, Fleet Owner, and Motor Service. Others belong to equipment and vehicle manufacturers. In any case, many of these sites are loaded with information and tips. Other functions include on-line discussion areas where mechanics discuss hard-to-fix vehicle problems; sources for parts and shop equipment; and even have MSDSs available for

download.

Here are a few sites we've checked out...there are hundreds out there. The ratings are just one person's quick opinion! We strongly recommend you take the time, get on-line, and do some web-surfing!

Autobody News:

www.autobodyonline.com

Parts locator service; MSDSs and safety information; computerization; links to other bodyshops on-line.

Rating: Excellent

Aftermarket Parts:

www.aftermarketworld.com.

Parts and equipment; training sources; Tech Talk (mechanic's chat area); links to other automotive sites.

Rating: Good.

Cummins Engines:

www.cummins.com

Links to Vehicle Manufacturers; Engine News; Parts Information.

Rating: OK.

Autobody Info: www.aip.com/autonet
Technical articles; new products; auto industry links. Rating: Good.

Mitchell Corp.: www.mitchell.com
Product Info and Demos; Customer Support. Rating: OK.

Old Forge Tools: www.oldforge.com
On-line Tool Catalog. Rating: So-so.

OTC Tools: www.otctools.com.
Product Info; Tech Hotline; Many Links. Rating: Good.

POC: CMSgt Dan Berlenbach
Chief, Vehicle Maintenance Flight
374th Transportation Squadron
Yokota AB, Japan
DSN: 315-225-7513
berlenbd@emh.yokota.af.mil

Quality Competition

Based on accomplishments in the quality arena, the Vehicle Maintenance Flight of the 96th Transportation Squadron was selected to participate in the annual Florida Sterling Region 1 Quality Conference and Team Showcase.

Repair of Multistop Fiberglass Boxes

The Allied Trades Shop at Kirtland AFB NM has developed a plan to repair the fiberglass boxes on multistops. We have experienced paint cracking and fiberglass separating from the plywood from lack of sealant prior to painting. The paint cracks and moisture penetrates into the plywood causing separation.

To repair the areas cracking and separating, grind the area down to the plywood, apply new fiberglass matting (3 or 4 layers), and apply filler. Coat the entire box with sealer, prime, and paint. A Materiel Deficiency Report has been forwarded and closed.

POC: SSgt Garrow
377th Transportation Squadron
Kirtland AFB NM
DSN: 246-2524

This competition ultimately leads to the State-wide competition for the Governor's Trophy for Productivity and Quality. The criteria for selection into the competition was the demonstration of quality improvement achievement through teamwork. The method was to submit a package outlining achievements in the quality/productivity area. The flight entered our Tire Recapping Process Improvement Team package that won at base level in 1995 and 1996. The Region 1 competition was fierce between our team and 11 other teams, comprised of businesses and industrial companies throughout Northwest Florida.

While the Eglin team did not win the right to compete in the final round, they were winners in more ways than one. Their teamwork resulted in improved processes, saved significant resources, and contributed greatly to the environmental effort at Eglin AFB. The team saved over \$70,000, recapped 981 tires, achieved 97 percent recapping of eligible tires in FY95, and increased customer satisfaction by reducing recap failures to less than 1 percent. The team members were SSgt Jeffrey White, Senior Airman John Melton, and Senior Airman Darrin Grounds; all WINNERS!

POC: Mr. Gary Snyder, GS-12
Vehicle Maintenance Officer
96th Transportation Squadron
Eglin AFB FL
DSN: 872-4510
snyderg@eglin.af.mil

Training Table--Port Heuneme

My fellow Maintainers, Transporters, Distinguished Readers, ladies, and gentlemen. My mission is to answer, before asked, mind you, any questions you might have if tasked to attend any one of the fine advanced training

courses available at Port Heuneme Naval Station. To recap, the vehicle maintenance training facility has relocated from Lackland AFB, near San Antonio, Texas, to Port Heuneme Naval Station, at Oxnard, California. They opened for business September 1996. Going out on a limb here, I'll assume our readers are all Air Force. And in being Air Force we tend to think the Air Force way. Meaning we in the Air Force have our way of conducting business, just as our brothers and sisters in the other branches have theirs. None better than the other, and by now I'm sure you know where I'm going with this. When you're making reservations, asking questions, or just making conversation, understand everyone doesn't think the Air Force way. Having said that, and knowing we airmen are a new experience for our Naval comrades at Port Heuneme, try to have in mind exactly what you want as a customer. When making reservations at the bachelors enlisted quarters, have your arrival and departure dates at the ready. Get your reservation number. Explain that you're Air Force and will be attending advanced training as a TDY troop. Our first maintainer to the Port was almost shoe-horned in with the tech-school types. Not the way to go!

All right! Reservations are made. You're landing at LAX, what now? Hopefully, you're booked on a connecting flight to Oxnard airport. If not, here's some useful car rental and direction information for you. If you're under 25, Dollar Rental Cars may be the only agency that will rent to you. And even then, expect some extra fees tacked on. Don't forget to ask for a map that will guide you to Oxnard. With map in hand, leaving LAX, drive NORTH on the 405 freeway. Take the 101 freeway exit NORTH. Continue on the 101 until

you reach the Vineyard exit. Turn left onto Vineyard and continue to Ventura. Turn left on Ventura, Port Heuneme will be on your right a few miles up the road. If you're flying into Oxnard, you've made a good move. Car rental costs are cheaper and age isn't a problem, so you young'uns can shop around. You're also not facing an hour or so drive after a ten plus hour flight. Definitely the way to go! Again, don't forget to ask for a map.

All reports indicate that the training facilities at Port Heuneme are better than at Lackland. A few equipment items haven't arrived, but that was expected. The base in general is older, however they do have the usual attractions such as an 18 hole golf course, bowling alley, Naval Base Exchange (NEX), and club (code name *Dukes*). FYI, the ATM machine is located across the street from the club. No comment.

The city of Oxnard is slow and quiet. Restaurants are plentiful, with the Olive Garden and Red Lobster heading the list. If you're looking for a quicker pace, Santa Barbara and Ventura cities are a short bus ride away. The Port is only five minutes from the beach. Surfing is reported to be excellent in the area. Of course, Los Angeles and its appendages are an hour to the south.

That's the 411. If your destiny includes Port Heuneme, I hope I've shed some light on your path. Until next time!

POC: SSgt Owen Smith
NCOIC T.O./Training Element
374th Transportation Squadron
Yokota AB, Japan
DSN: 315-225-2045
smitho@emh.yokota.af.mil

VEHICLE OPERATIONS**Enhanced Quality Initiatives Is the Key to Success**

The Mountain Home AFB Vehicle Operations quality program is alive and well and is responsible for the improvement of two of the flight's key processes. Both the U-Drive-It (UDI) Incheck procedures and the vehicle roll-by program have been drastically improved due to the hard work of the flight's Process Improvement Council (PIC).

In an effort to improve the vehicle fleet appearance, the PIC devised and implemented a vehicle outcheck/incheck form to more quickly identify vehicle problems. Questions such as the amount of fuel in the vehicle and cleanliness, as well as discrepancies and/or damages which were not annotated on the AF Form 1800 were included on the form. Upon arrival to vehicle dispatch, a UDI customer is given the outcheck/incheck form to inspect the vehicle. The customer then signs the form, returns it to dispatch, and departs on his/her mission. Once the vehicle is returned, a vehicle operator inspects the vehicle for the proper amount of fuel, cleanliness, and any new damage to the vehicle. This immediate check allows the flight to identify any discrepancies with the vehicle, as well as ensure a clean and

fully fueled vehicle is returned, ready for the next UDI customer.

Since the implementation of this program, the appearance of the vehicle fleet has improved drastically. The flight is now able to immediately identify potential problems. This program encourages our customers to perform a more complete vehicle inspection, instead of the cursory kick of the tires. We have received many laudatory comments from our customers concerning the increase in the quality of our vehicles.

A second process which the flight is extremely proud of is the revamping of the vehicle roll-by program. Last year's vehicle roll-by encompassed two days to inspect the vehicle fleet. Again, the flight's PIC, led by Fleet Management, streamlined the roll-by process to only a four hour block. An aggressive schedule was compiled to process all wing vehicles. Six stations were set up and manned by the senior wing leadership. A vehicle maintenance technician was also assigned to provide advice on what vehicles should be entered into the refurbishment program.

With help from the units and wing leadership, the roll-by was successfully completed in only four hours. We saved over 70 man hours compared to last year's roll-by, not to

mention the vast amount of hours units were required to spend in downtime for a two day event. Next year's program should prove even better, due to the constant cycle of improvement in the flight's PIC.

POC: Capt James R. Richards
366th Transportation Squadron
Vehicle Operations Flight Commander
Mountain Home AFB ID
DSN: 728-1019

Official Use of Vehicles

During my 25 years as a vehicle operator/dispatcher the topic requiring frequent clarification to senior transportation leadership has been in the area of vehicle use or more commonly referred to as "vehicle misuse."

I have always wondered why this single topic is so misunderstood and have come to the conclusion that it is not misunderstood but rather ignored by some of our valued customers.. People in the transportation policy making business have tried their best to write the language as simple as possible, yet we continue to have vehicles being misused throughout the Air Force. This includes, but is not limited to trips to the post office, gymnasiums, golf courses, bowling centers, rod and gun clubs, ball fields,

Installation Of Cab Protector/ Storage Boxes On Tractors

Currently the Vehicle Operations Flight must perform an accountability check for all tiedown equipment before and after each run, which on the average takes 30 minutes for two persons to accomplish. The flight averages 66 runs per month. Once the tiedown is signed out, it is stored in the passenger compartment of the tractor which could easily become a projectile in the event of an accident.

The installation of the cab protector/storage boxes on the tractors would ensure all tiedown equipment is carried safely. In addition, the boxes are equipped with locks which will eliminate equipment check-out for each run. The cab protector/storage boxes are bolted to the frame of the tractor, behind the cab and can easily be moved to another tractor if necessary. Given the savings on man-hours, the purchase of this item will pay for itself in 43 days.

POC: SSgt Joanna Ball
Equipment Support
96th Transportation Squadron/LGTO
Eglin AFB FL
DSN: 872-3588

base exchanges, commissaries, class six stores, laundries, banks or credit unions. In an attempt to fix the problem, we put management and control of vehicle misuse under the Fraud, Waste, and Abuse (FW&A) program in an effort to get wing senior leadership involvement. Guess what...vehicle misuse did not get better but the opposite occurred.

To fix this problem the Air Staff is currently revising the vehicle misuse policy, placing it back in the hands of transportation. However, this alone will not fix the problem of vehicles being misused by our customers. We must launch an aggressive educational campaign aimed at that person behind the vehicle's wheel. Secondly, we must get commander involvement at all levels to take appropriate actions when their assigned people are found misusing government owned or leased vehicles.

Sounds like a solid plan but if you have been in the business for as long as I have, you will know that vehicle misuse will never go away totally. Why? Because personnel at all levels (E-1 and up) will try and find a way to use the vehicle under the guise of "official business" and, as we all know, the rules of engagement are not always crystal clear but sometimes situational. Also, the policy regarding Command & Control, domicile-to-duty, and TDY usage muddies the water making it appear that our Transportation guidance and policy is sometimes "wishy-washy."

Bottom line, we must take a more active role in educating our customers on and preventing vehicle misuse and we must remain consistent when providing policy guidance. Methods of educating could include squadron inprocessing briefings, base orientation briefings, and commander's calls. Rule of thumb is if the use of the vehicle is going to be for personal

business or perceived personal business (checking on a DPP debt at the Base Exchange on one of your assigned personnel and, while you are at the exchange, you buy that last minute gift for your spouse)...**DON'T DO IT!** Public perception should be of paramount concern. Oh, one more bit of advice is be sure you fully understand the rules of engagement regarding vehicle misuse...it is real hard to "point the finger" when you are breaking the rules too!

I highly encourage all of us to review Chapter 3 of AFI 24-301 one more time before implementing any vehicle misuse programs.

POC: CMSgt Ken McCorkle
Command Vehicle Manager
HQ AETC/LGTV
Randolph AFB TX
DSN: 487-3491
mccorkle.aetclg@mhs3.aetc.af.mil

TRAFFIC MANAGEMENT

Purchase and Installation of Scales for 4k Forklift

The old scale located in the Preservation and Packaging Section was a floor model which required the forklift driver to place items to be weighed on the scale, back out, shut the forklift down, exit the forklift, and walk to the back of the scale to process the weight of the item. This process was labor intensive and created excess wear on the forklift equipment. In addition, the old scale was 149" x 112". This size took away 115.8 square feet of much needed warehouse space.

The purchase and installation of an MSI-3600 forklift scale has provided the operator with the capability to weigh items by means of a digital panel located on the forklift instrument panel. The scale becomes a part of the forklift and does not require the operator to dismount the forklift in

order to weigh items. The old scale was placed outside and is being used for bulk freight that cannot be brought inside.

POC: Mr. Jimmy Boles, WS-08
Supervisor, Packing and Crating
96th Transportation Squadron
Eglin AFB FL
DSN: 872-5279, ext 340
boles@eglin.af.mil

SF1103 GBL Update

In late 1995 Dr. Hamre, the DoD Comptroller, put together a process action team (PAT) chartered to create a set of controls over the paper Government Bill of Lading (GBL) Process. The Comptroller also directed the Defense Finance Accounting System IG team, called "Operation Mongoose," to identify weaknesses and opportunities to commit fraud against the DoD community. With this as a catalyst, the Air Staff asked the Air Force Audit Agency (AFAA) to review the effectiveness of guidance available to units in the field. Our goal is to put more "meat" in AFI 24-201, Cargo Movement, when we rewrite it during the next six months.

Instructions given to the field as a result of the DoD PAT team were sent out as DoD policy. Those instructions limited the number of paper GBLs that could be maintained by TMOs and instructed bases to obtain automated GBL numbers from MTMC. From the Air Force view point, nearly all our facilities were automated, and those not automated generate less than 1 percent of our shipments.

The AFAA selected eight bases in three different commands to audit the GBL process and recommend areas to be improved. Traffic managers and their squadron commanders should be keenly interested in the issues brought up during a recent meeting with

AFAA. Problems were found at each of the sample bases including inaccurate payments to carriers and a lack of control protecting GBLs from being misused or abused. Many of these problems can be attributed to the reduction of procedural guidance in the cargo movement regulation, however, some of the problems could be considered neglect or negligence.

Problems identified included:

- Incorrect Transportation Account Codes (TACs) were used to fund DBOF unserviceable returning to depot
- TACs were used to fund lateral support shipments versus fund cites
- Wrong TACs were used to fund DBOF item manager-directed redistribution orders (RDOs)
- Incorrect TACs were used to fund non-DBOF item manager-directed RDOs
- Local base funds were not used to fund non-DBOF lateral support shipments
- Item manager codes used with the abbreviated transportation account code were incorrect
- Incorrect dates and modes were placed in the documentation
- Units were not using local funds when the Standard Base Supply System did not issue a TAC
- Shipments were being moved with incomplete documentation
- Units were maintaining in excess of 50 pre-numbered GBLs
- GBLs were not inventoried
- No record of GBLs on hand or issued
- Personnel loaded the wrong numbers in their automated system causing duplicate GBLs
- Units could not account for some of their paper GBLs
- Unauthorized personnel were creating GBLs

Stolen/Missing License Plates

Chief Transportation Division (NATO support activity) Brussels has reported a serious problem with theft/loss of license plates for members destined for Brussels. This creates a problem for owners because of the time and expense to purchase temporary license plates. That office recommends transportation counselors inform members of this possible problem and advise them to hand-carry their license plates instead of leaving them on vehicle.

POC: MR. Mark J. Yarboro,
HQ MTMC/MTOP/OS
Falls Church, VA
DSN: 761-6644
Comm: 703-681-6644
yarborom@baileys-emh5.army.mil

Most of these problems point out the need to simplify the payment process, and recently a group met to discuss ways to simplify the Centrally Managed Account for Second Destination Transportation. Indicators also show the rules already in the field are either misunderstood or being ignored. Each discrepancy, by itself, would indicate a problem that should be fixed right away. However, when there are so many problems, this indicates a system-wide problem that will take considerable effort by everyone involved to repair. We need all TMOs to get actively involved in helping us resolve these discrepancies at their units and to work with the Logistic Support Office and the Air Staff on the new AFI 24-201.

POC: Lt Col Johnson
HQ AF/ILTT
DSN: 227-4744
johnsonk@af.pentagon.mil

Increased Liability in Nontemporary Storage (NTS) Program

Effective 1 Jan 97, the liability on NTS Basic Ordering Agreements (BOAs) will increase from \$50 per line item to \$1.25 per pound times the total weight of the NTS lot.

The increased liability under the terms and conditions of the BOAs will only apply to lots awarded for storage on or after 1 Jan 97. Reference

MTMC/MTOP-TCC messages
181300Z Oct 96 and 061300Z Nov 96.

POC for JPPSOs and MAJCOMs:
Mr O.C. Harrington
HQ USAF/ILTT
DSN 227-1078
harringo@af.pentagon.mil
POC for Traffic Management Offices is the servicing MAJCOM.

Outsourcing Transportation--The Real Deal

All you military transporters out there can take Tyndall Air Force Base, Florida, off your dream sheets. As it stands now, on 1 October 1997 the transportation squadron on Tyndall will disappear. Transportation services will be provided by contract or in-house civil service personnel employed by the prevailing A-76 "winner." In some form or function a transportation unit will exist but without blue suiters.

I have heard some within transportation and even my own career field, traffic management, say outsourcing will not happen to us. They say things like: "we are too complex;" "where would we get personnel to fill our wartime taskings;" "how would we train career transporters?" Let me tell you folks, this is real, here and now at Tyndall.

Your base could be next. Let me tell you about our experiences so far.

Transportation IS complex--and the hardest part of contracting out this squadron has been putting what we do--day in and day out--on paper as a Statement of Work. Remember when everyone had to flow out all their processes and we all hated it. Better keep those diagrams current--they will be invaluable. Our Statement of Work is in its 10th iteration, and we are still finding stones to overturn.

Managing the unit's work force to complete the A-76 conversion has been a challenge. To begin with, the pipeline of manpower replenishments was cut off 12 months from the projected conversion. This gives anyone arriving prior to the cut-off at least 12 months on station before PCSing. However, in Tyndall's case our projected conversion date was originally 1 April 1997. That date turned out like poetic justice, because after our manning was frozen the date slipped--twice. So here we are with no inbounds, and separations, retirements, Palace Chases, forced cross-training, and other attrition factors are preying on our manning strength.

Yes, MAJCOM helped with the manning to the extent possible, but when your date slips only three months at a whack the window to divert someone in PCS only opens for a moment, making it difficult to react--if resources are even available. If the Most Efficient Organization (MEO) does not win, we are also concerned about the possible loss of civilians to other job opportunities once the winner is announced on 1 April 1997. In a worse case scenario, manning in some of our flights could drop below 50 percent--all of this as we enter the peak shipping season and prepare for our own moves. Manpower assists may be an option--but who pays for

the TDYs (does not really matter--no one has any money).

Finally, on 1 July 1997 AFPC is lifting the A-76 assignment freeze code "36" we have been using to limit attritions. This is being done to give our folks equal footing when competing for assignments, but with 38% of the troops with overseas volunteer statements, the manning levels could become bleak. Of course, if manning levels dip to low, we can possibly negotiate delayed reporting dates, or even assignment cancellations, but that has impacts as well--you can imagine the effect that perspective has on morale. There is no easy answer.

This article is frank--you need to know, because your squadron could be selected for an A-76 study. If so, perhaps our experiences can be beneficial in your planning.

POC: SMSgt Joseph P. Entwistle
Transportation Superintendent
325 TRNS/STOP 70
Tyndall AFB FL
325trns-entwistle@cs-
smtp.tyndall.af.mil
DSN: 523-2304

Follow-On (FO)/Home-Basing (HB) Programs

HQ AFPC/DPA Message 281650Z Oct 96, announced major changes to enhance the FO/HB programs.

Personnel who have not departed PCS may ship their Privately Owned Vehicle (POV) to the overseas location at government expense, if otherwise authorized for the particular location and the member's rank. Members previously not afforded this option who are either en route or have recently arrived at their short tour location may request shipment of their POV as an exception to policy through HQ AFPC/DPAIP1.

Another change is that members electing to relocate their dependents/household goods (HHG) or store HHG at their own expense, will no longer automatically have their FO/HB assignments canceled. When members request government arranged shipment or nontemporary storage, continue to follow the procedures outlined in AFR 75-25, paragraph 3-2D(3), i.e. notify the MPF in writing of the member's election to use the HHG entitlements.

POC for JPPSOs and MAJCOMs:

Mr Ron Dandeneau

HQ USAF/ILTT

DSN 227-1073

dandener@af.pentagon.mil

POC for Traffic Management Offices is the servicing MAJCOM.

Reengineering Personal Property

Military Traffic Management Command (MTMC) announced a plan to reengineer the personal property process in November 1994 as a "Quality of Life" issue. MTMC's vision for the reengineering effort is a program that satisfies customers and provides full service contracts.

The current plan is to release a draft solicitation by the end of the year, with contract award scheduled for May 1997. The Pilot Program currently calls for 50 percent of all outbound traffic from North Carolina, South Carolina, and Florida to move under the new system for one year. Evaluations of the Pilot Program will be conducted by the General Accounting Office, the Army Audit Agency, and an independent third party contractor. The evaluations will examine quality of service, customer satisfaction, cost analysis, simplification, and impact on industry.

POC: Lt Col Bob King

HQ USAF/ILTT

DSN: 227-1078
kingrj@af.pentagon.mil

Baselining Personal Property

As we examined the personal property process, with an eye on reengineering and outsourcing, we realized we do not have a current baseline to measure quality of service, customer satisfaction, and cost of the program. Therefore, we initiated a program to baseline current service levels, customer satisfaction, and capture cost data. Without a good baseline, we will not be able to measure the success of the MTMC Pilot Program or any other changes we make to current processes.

POC: Lt Col Bob King
HQ USAF/ILTT
DSN: 227-1078
kingrj@af.pentagon.mil

Baselining the Air Force Traffic Management Cargo Movements Function

Air Force logistics is following industry's lead, migrating from a supply based logistics system to a seamless distribution system. Historically the Air Force had to keep reams of data on stock levels, locations, and the cost to hold inventory. Transportation was thought of as a sunk cost which couldn't add value to the materiel.

Today transportation management compliments the rest of the logistics community, creating customer value by allowing for reduced inventories and time and place utility. As we make this deliberate transition we have found that we are unable to quantify volume or cost of materiel movement nor can we identify the cost of processes involved in cargo movement.

To base-line Air Force cargo movement activity, the Air Staff and the AFMC Logistics Support Office (LSO) have partnered to create a set of

metrics which will give us a starting point to work issues at all levels of traffic management: Base, MAJCOM and Service. To kick off this effort, the LSO hosted a meeting in early November of experts in metrics and in systems that support the cargo system. Their goal is to create a set of metrics for each level by January 97 and incorporate these metrics into the expected June release of AFI 24-201, Cargo Movement. While this is being done the LSO, along with AFLMA and others, will be trying to develop the tools with existing systems to institutionalize the data gathering process.

The transportation processes that we go through to move cargo, and thereby reduce cycle times and other costs, must be measured to identify how we stand today and what kinds of traffic management decisions we intend to make in the future. In addition, when we try to define what it is that the traffic management activity does to add value to the logistics system we will be able to quantify our response. To do this we will need two types of tools: diagnostic and summary.

Summary data, or the composite amounts of tons, dollars, shipments etc. destined to a location or set of locations by mode, is the type of data we need to quantify the volume of traffic and the dollars that we are expending. Diagnostic data will allow us to examine each of our processes in the traffic management arena at all levels and help us determine what the value added of each process is to our customers.

During the next few months the LSO will be trying to find and test a variety of metrics which should in some way help you with your job. We solicit your support with this very important activity. If you have any ideas which can help please contact the LSO (Mr. Rick Reed) at 787-4315 or Lt Col Kyle Johnson at 227-4744.

POC: Lt Col Johnson
HQ AF/ILTT
DSN: 227-4744
johnsonk@af.pentagon.mil

Testing the Total Force Concept in Traffic Management Functions

On 1 January, the 92d Air Refueling Wing and 141st Air Refueling Wing (ANG) Traffic Management Offices merged and became the Traffic Management Center of Excellence (TMCE). The TMCE falls under the direction of the 141 ARW and will provide all traffic management functions to the entire Fairchild AFB populace. This Air Staff-directed, one-year test will determine the future makeup of traffic management functions Air Force wide.

On 29 August 1994, the Enlisted Transportation Advisory Group recommended the integration of ANG/ARC forces into active duty work centers to establish a single traffic management function. A core team of representatives from the 141 ARW and 92d Transportation Squadron developed an integration plan in which the fundamental principle is continued outstanding customer support. This integration will truly test the total force concept and how it can be applied to everyday peacetime operations and build on the already strong partnership that exists between the 92 ARW and 141 ARW.

Fairchild AFB was selected as the test site in which the ANG would assume the lead role. Hickam AFB was selected as the site where the active duty unit would assume the lead. Both test sites are up and running and should give the Air Staff valuable metrics on the feasibility of this concept.

There are several advantages to combining traffic management functions. First, and foremost, is we are no longer duplicating effort. In

these days of a leaner force, why does it make sense to have two traffic management offices on one base? More importantly, should the test prove successful, transferring traffic management functions to the ANG will provide a viable alternative to privatizing these vital services. Quarterly updates will be held between the 92 ARW, 141 ARW, and HQ USAF/ILT to validate test direction and evaluate lessons learned. Standby for test results and how this may affect traffic management functions on your base.

POC: Major Chris Cox
Commander, 92d Transportation
Squadron
Fairchild AFB WA
DSN: 657-5391
Coxcl@92trns.lg.fafb

Air Transportation Eligibility Regulation Revised

On 18 November 1996, the Assistant Deputy Under Secretary of Defense (ADUSD) for Transportation Policy released change 2 to DoD 4515.13-R, Air Transportation Eligibility. The changes were effective 18 November 1996 and were outlined in a recent Headquarters Air Force, Traffic Management Division message (DTG 221305Z Nov 96). Use this message as authority until change pages are received.

There were significant changes made to Chapter 2, Space Required Passengers, Chapter 6, Space-Available Travel, and Chapter 10, Special Actions and Procedures. The most significant change involved the U.S. Service academy cadets and midshipmen. They are now defined as active duty Uniformed Services Members and are authorized the same space-A travel privileges.

If you have not received your personal copy of the AF/LGTT

message or need further clarification please contact your MAJCOM representatives. The official change should be available through normal publishing channels by January 1997.

POC: Mr. Gary Reilly
HQ USAF/ILTT
DSN: 227-9560
reillyj@af.pentagon.mil

Thinking Quality

I have not always been a proponent of Air Force quality efforts. In fact, I believed that "Quality Air Force" was just another buzz-word like those we have seen in the past. Most of us can remember Air Force programs like Management by Objective, Zero Defects, and Total Quality Management. They all came in like gang-busters, caused us a lot of grief, and then just died away.

But we got really tied up in quality here at Lackland recently. Our wing leaders insisted that we empower our workers, look at our processes, ask for customer feedback on our services; then prepare, post and brief monthly TMO quality metrics. That process really caught on in our Passenger and Personal Property units. One thing led to another and employees began questioning every step in every process and think of more efficient ways of doing business. We began to flowchart our work, compare the steps in each process with those necessary for efficient traffic management, then cross-check recommendations to streamline efforts with requirements outlined in current directives. In doing so, we found that our new Air Force Instructions, more or less, leave policy making up to us; the old step-by-step processing rules are mostly gone. As long as we provide good customer service, ensure that each customer is offered his/her entitlements, and don't exceed costs allowed by the

Government, we pretty much have free hand.

Well, we did a good job. We established goals using customer expectations from our service feedback forms, and then we streamlined lots of processes and cut out a lot of unnecessary, time-consuming steps. Overall, we made our passenger and personal property units a lot more efficient and cut out a lot of unnecessary work in the process.

We discovered that we were exceeding the amount of quality assurance (QA) evaluations required and duplicating several other tasks in both areas. Through brainstorming, we found ways to reduce the amount of QA evaluations to a manageable level and redistribute duplicate workloads. This allowed us to cut two spaces from our passenger travel unit and reassign those personnel to other TMO functions where they were needed more. We also reduced the number of man-hours required to process passenger and personal property movement applications by 4,768 annually. We even won the quarterly Wing Quality Award for Lackland. We are very proud of that. It came with a lot of perks.

To my surprise, the "Quality Air Force" program has really been successful here. We are very excited about it. We plan to begin looking at the cargo movement processes shortly, and we expect the same results there. Who knows, we may even win another quality award. All it takes to achieve success with this program is a management direction to begin, and a little empowerment of technicians to look at unnecessary processes. You might try it...It really does work. I am now an advocate of the Quality Air Force Program.

POC: Mr. Bill Wiley
Traffic Management Officer

Lackland AFB TX
DSN: 473-3008
wileyb@37trw2.lak.aetc.af.mil

COMBAT READINESS

AFIT Short Courses

Four transportation courses are offered AF majors and above at Penn State, Northwestern University, and University of Tennessee. In FY 97, funds are available for 15 officers/civilians to attend advanced academic training. MAJCOM/LGTs will be advised when to submit names for the various programs.

These courses offered insight into many initiatives and concerns of large industry who partner with other businesses. The Air Force selection is competitive, based on inputs from the MAJCOMs. Call your MAJCOM staff and tell them you're interested or the article POC for more details.

POC: Lt Col Linda Payne
DSN: 227-7335
HQ USAF/ILTR
paynel@af.pentagon.mil

OTHER ITEMS OF INTEREST

AF/ILTs ENLISTED CORNER Director Of Transportation Visits Europe

You may be wondering why this is in the enlisted corner—the answer is I was able to accompany BGen (S) Saunders and her Executive Officer, Maj Pyryt, on this trip while serving as her Senior Enlisted Transportation Representative. BGen (S) Saunders has made it clear this is a policy she will continue as she visits other theaters and MAJCOMs during her tenure, so in the future you can expect to see our other Air Staff Career Field Managers accompanying the boss on her travels. Our itinerary was set-up around the USAFE Transportation Conference and provided a great

opportunity for us to visit USAFE, EUCOM, and AMC activities in Europe while providing an opportunity to gauge how things are working in the field. The entire visit was a whirlwind tour with little opportunity to catch our breath. We started in the UK on 28 October and over a two day period visited 3AF, 627AMSS, and 100 TRNS at RAF Mildenhall, concluding our UK visit with a stop at RAF Lakenheath and the Fighting 48th's Transportation Squadron. On 30 Oct we traveled to Aviano AB, IT, and spent that day plus Halloween visiting 16AF, the 31st Transportation Squadron and 603 ACS. 1 Nov we headed to Germany where we visited the 52 TRNS at Spangdahlem AB, HQ USAFE/LGT, 86 TRNS, and 621 AMSC at Ramstein AB, and HQ EUCOM at Stuttgart.

Our primary goal was to meet as many Transporters as possible and to gather opinions on topics, such as quality of training received at Air Force Technical Schools, Air Force Transportation policies and guidance, and the high deployment operations tempo in today's Air Force. Also, we were interested in trying to answer any other concerns/questions facing Transportation Units and personnel. Additionally, we came prepared to discuss a multitude of topics ranging from the status of the 60K Loader to the current status of DoD Personal Property and Passenger Travel Reengineering efforts. Obviously, there are too many topics to go into detail in this article, but the good news is many of these issues have or will be discussed in future articles of the Transformer. Unfortunately, we've found that the Transformer in many cases hasn't been getting to the technician level, so let's get the word out. We need everyone's help in ensuring this publication is accessible to all.

Overall, the trip was a great success. We were able to meet some great Transporters who are performing tremendously in one of our most heavily tasked theaters. We were also able to address some concerns and bring back issues that require work. One of the most common concerns was over the lack of guidance in Air Force Instructions. We are going to look at this issue in earnest and fully expect to be able to beef up these instructions while staying within Air Force information management policies. Additionally, we will be working to modify the Air Force Transportation Strategic Plan to capture some of the issues identified during this trip. Continue to read the Transformer for updates of this type. Finally, I'd be remiss if I didn't send thanks to all our hosts in Europe. We were treated graciously and would like to thank all of you for providing the opportunity to meet the folks who keep transportation moving. The hard work being done by our Transporters in Europe was recognized, and above all else their professionalism shone through.

POC: CMSgt Schlecht
HQ USAF/ILTT
DSN: 224-7669
schlechh@af.pentagon.mil

STEP PROMOTION!

On December 17, Brigadier General John Campbell, 325th Fighter Wing Commander promoted Staff Sergeant Stephen E. Howell to Technical Sergeant under the Stripes for Exceptional Performers Program.

Sergeant Howell is a Maintenance Control and Analysis Specialist at Tyndall Air Force Base. This was quite a Christmas present.

Congratulations from the Transportation community on the outstanding recognition...Technical Sergeant Howell.

Distribution of The Transformer

We sent out a request in November 1996 to everyone in our fax database for updates—and the response was terrific! We received over 300 replies via fax, e-mail, and telephone. Thanks! And please keep us informed of any new changes.

Faxing is our main mode of distribution. We currently have over 500 fax addresses in our database. However, there are still many Air Force Transportation units out there that don't get The Transformer, and some that (gasp!) have never even heard of this publication.

Our goal is to make this newsletter available to every person in Air Force Transportation—all ranks, all grades, in every unit, operating location, detachment, etc., in the world.

You can help us reach that goal. If you are reading a "borrowed" copy because your unit is not on our distribution list, send us your fax number! We prefer DSN fax numbers for obvious monetary savings, but for those units that only have commercial fax numbers, don't despair! Just send us your commercial fax number and you'll be added to our fax database. We schedule all commercial faxes to be sent out during off-peak times to minimize the cost.

Start the new year off right—get on our fax distribution list!

Program Manager: Capt Richard Schrauth

Note: This document was produced using Word for Windows 7.0a and saved in Word for Windows 2.0 format. The layout was designed with an HP III printer driver. If you use a different printer driver, the text and placement of the graphics may not display or print as intended.

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**THE TRANSFORMER
PROGRAM MANAGER**
JPPSO-SAT/XO:**Capt Richard Schrauth****DSN PHONE:** 954-4226**Toll Free:** 800-599-7709, ext 4226.**DSN FAX:** 954-4294**Commercial FAX :** (210) 321-4294xtell@jppso.rnd.aetc.af.mil **OR**

rschraut@jppso.rnd.aetc.af.mil

or SSgt (S) Dave Gibson

dgibson@jppso.rnd.aetc.af.mil

HOW TO SUBMIT ARTICLES

Articles can be about quality initiatives, lessons learned, PAT results, etc. The crosstell you originate has to be an action that has had some results, positive or negative.

Articles may be submitted by...
(1) E-mail. (2) Fax. (3) Mail disk with article in plain text or Word. (4) Mail hard copy of article, and (5) NEW! Using our internet on-line input form at:

<http://131.44.127.25/transformer/article.html>

All articles **must** be submitted through your MAJCOM POC, listed on this page.

**HOW CAN I GET THE
TRANSFORMER?**

Contact one of The Transformer Program Managers listed on this page. We can fax or e-mail it to you. Another way is to try our new MAISER automatic e-mail system. Or you can download it from the AFQI BBS or our Internet Home Page.

Want an e-mail copy of The Transformer? Use MAISER, our automatic e-mail system. Address the e-mail to maiser@jppso.rnd.aetc.af.mil, type "Get Issue" in the subject area, and type "send tf11word.uue" (without quotes)(for the Word for Windows 2.0 version) or "send tf11.txt" (for the text version) in the body (message area). It's that easy. If you want to know what issues are available, type the word "index" in the body. Try it! Need help? Call SSgt(s) Gibson at DSN 954-4200, ext 5982.

MAJCOM POCs

ACC/LGT: Mr. Ken Berg
HQ ACC/LGTR
DSN PHONE: 574-3257/3419
DSN FAX: 574-4414
bergk@hqacclg.langley.af.mil

AETC/LGT: CMSgt Manuel Ibarra
HQ AETC/LGTR
DSN PHONE: 487-3606
DSN FAX: 487-6827
ibarram.aetclg@mhs3.aetc.af.mil

AFMC/LGT: Major Phil P. Nardi
HQ AFMC/LGTR
DSN PHONE: 787-6703
DSN FAX: 787-3371
nardipp@wpgate1.wpafb.af.mil

AMC/LGT: MSgt Sherrill L. Lewis
HQ AMC/LGTR
DSN PHONE: 576-3147
DSN FAX: 576-1878
lewissl@hqamclg.safb.af.mil

AMC/DO: MSgt Ryan Mayfield
HQ AMC/DOZ
DSN PHONE: 576-2951
DSN FAX: 576-6468
mayfielr@hqamc.safb.af.mil

AFSOC/LGT: MSgt Sean Pettit
HQ AFSOC/LGTR
DSN PHONE: 579-2522
DSN FAX: 579-5063
pettits@hqafsoc.hurlburt.af.mil

AFSPC/LGT: SMSgt Rick Davis
HQ AFSPC/LGTV
DSN PHONE: 692-3173
DSN FAX: 692-9952
ridavis@spacecom.af.mil

PACAF/LGT: MSgt Linda Bonney
HQ PACAF/LGTV
DSN PHONE: 449-6303
DSN FAX: 449-5709
bonneyl@hqpacaf.af.mil

USAFE/LGT: MSgt Brian Schaefer
HQ USAFE/LGTT
DSN PHONE: 480-6321/6327/7368
DSN FAX: 480-6320
brian.schaefer@ramstein.af.mil or
william.krivoski@ramstein.af.mil

AFRES/DO: MSgt Matthew Reynolds
HQ AFRES/DONR
DSN PHONE: 497-1715
DSN FAX: 497-0733
mreynolds@wrb.afres.af.mil

AFRES/LGT: Capt Mike Abbott
HQ AFRES/LGTT
DSN PHONE: 497-1705
DSN FAX: 497-0733
mabbott@wrb.afres.af.mil

ANG/LGT: Mr Richard Moore
ANGRC/LGTR
DSN PHONE: 278-8440
DSN FAX: 278-8481
rmoore_lgt@angrc.af.mil